U.S. ARMY CORPS OF ENGINEERS CIVIL WORKS TRANSFORMATION:

SMART PLANNING AND RESCOPING CHARETTES

US Army Corps of Engineers
PLANNING SMART
BUILDING STRONG®

Former Feasibility Study Process

- Overly detailed, expensive & time-consuming.
- Detailed data generation for multiple alternatives was not consistently leading to a better product or decision.
- Reports were too long with too much technical detail.
- Sponsors, Congress and the Corps were increasingly frustrated with the situation.
- “Change or be Changed” situation or become irrelevant.

Planning Modernization
Top Four Performance Priorities

- Improve **Planning Program delivery** (investigations and CG) **and** instill Civil Works wide **accountability**
- Develop a sustainable National & Regional **Planning operational and organization model**
- Improve Planner **knowledge and experience** (build the bench)
- Modernize Planning **Guidance and Processes**

Five Imperatives for Change

- Manage and balance an appropriate **level of detail** and acknowledge **uncertainty**
- Ensure that **vertical integration** and engagement of decision makers takes place early and throughout the planning process
- Identify **Federal Interest** in resolving a problem up front
- Recognize there is no single “best” plan and there are quantitative and qualitative methods of **alternative comparison and selection**
- Ensure that **all resources** needed for study: funding, human resources, data and information are identified and available for the duration of the study

MG Walsh Memo (3x3x3)

- Introduces aggressive approach to improve feasibility study program management, performance, execution & delivery
- Establishes a **disciplined approach** for reducing current feasibility study portfolio
- Holds all Civil Works functional elements **responsible & accountable**
- Effective **8 Feb 2012**
- Applies to all planning studies with transition to new planning paradigm **by 2014**

<u>3x3x3 Rule:</u>

- ❑ $3M
- ❑ 3 years
- ❑ 3 levels of enhanced vertical teaming
- ❑ 100 page main reports (w/ appendices 3” binder)

The SMART Planning Feasibility Study Process

It is…

Specific
Measurable
Attainable
Risk-Informed
Timely

- Studies completed in a more reasonable amount of time
- Studies cost significantly less
- Decision documents high quality and concise
- Decisions informed by managing risk and acknowledging uncertainty
- Strong, viable Civil Works Project portfolio developed

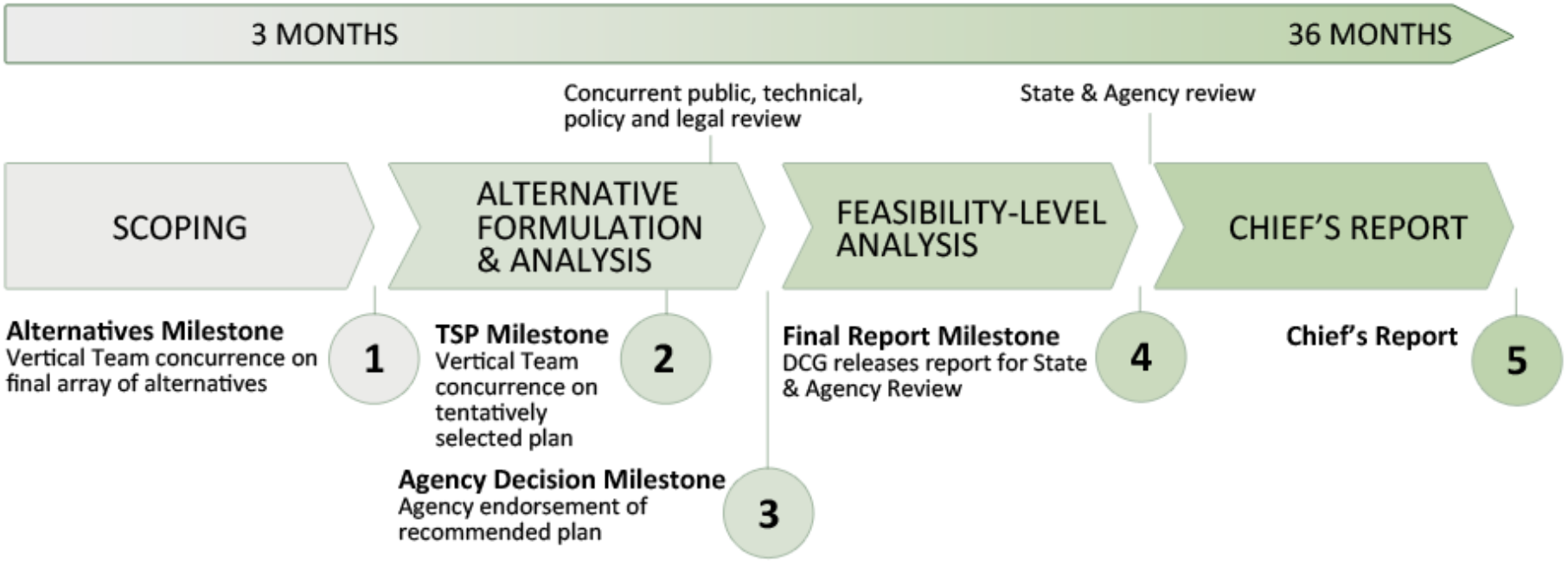
What's Different?

- Process is decision focused
  - ► Always making the next decision
  - ► Always scoping the decision after next
- Risk-informed
- Focus on making planning decisions under uncertainty
  - ► Managing uncertainty, hence budgets and schedules, intentionally

SMART Planning

- Focuses on incremental decision making in a progressive 6-step planning process
- Identifies next decision to be made and manages uncertainty in making it
  - Only collect data needed
  - Make decision
  - Move on to next decision
- Incorporates quality engineering, economics, real estate and environmental analysis
- Fully compliant with environmental law (NEPA, etc…)
- Includes public involvement

Feasibility Study Process



Target Completion: No more than 3 years for Chief's Report

SMART Planning Charettes

Charette:

- Provides orientation for reset studies or new starts
- Shifts emphasis from tasks to decision making
- Accelerates process
- Eliminates unnecessary analysis (time &money)
- Provides clarity to remaining scope
- Raise issues and resolve now
- Focus on next decision and decision after next

Involves:

- PDT members & Sponsor(s)
- Vertical Team (HQ, MSC, RIT, PCX)
- Charette Support Team
  - SMART Planner
  - PCX Expertise
  - Risk Analysis Expertise
  - Objective Facilitator

Risk Assessment

- Planning in a shorter time frame could mean more or different uncertainty
- Overarching strategy is to continually ask how added detail will affect the next decision?
  - ► Know the next decision
  - ► Where is the uncertainty?
  - ► Does the uncertainty affect the decision?
  - ► What are the consequences of a poor decision?
- The technique for executing this strategy is to develop and use a risk register to support a DMP.

SMART Planning Guide - Web-Based Application

SMART Planning Guide Content:

- Feasibility Report Phases
  - Scoping
  - Alternatives Analysis
  - Feasibility-Level Design
  - Chief's Report
- Feasibility Report Planner Toolbox
  - Tips for Highly Effective Studies
  - Multi-Objective Planning
  - Business Line Guides (FRM, Eco, Nav, HSDR)
  - Risk Register Template
  - Decision Log
  - Report Synopsis Example

Website:

http://planning.usace.army.mil/toolbox

- Share Point link and hyperlinks
- Allows for timely content updates

SMART Planning Path Ahead

- Online Planning SMART Guide
  - Planning Bulletins – Providing timely guidance
  - Frequent Guide online updates
  - Best practices (Tools, Tips & Techniques)

- SMART Planning training
- Charette training
- Webinars & on-demand training modules
- Revisions to Planning Core Curriculum (PCC) courses

Re-scoping Charette

- Purpose:
  - Introduce SMART Planning and decision focus concepts to enable PDT to develop a revised PMP to complete study to conform to 3x3x3 rule.
- Products:
  - Risk Register
  - DMP
  - Report Synopsis
- Outcomes:
  - VT agreement on next Planning decision and areas of uncertainty and the required analyses to reduce uncertainty to identify recommended plan